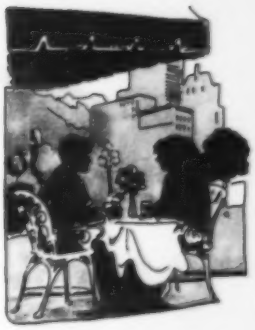
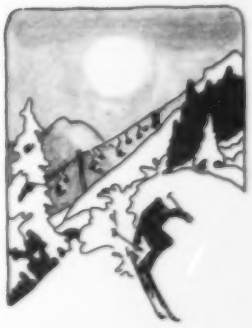
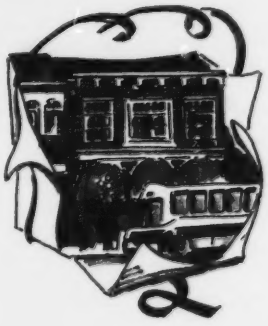
TOURISM DEVELOPMENT







DEVELOPMENT DIVISION

Tourism, Recreation and Culture
Honourable Bill Reid, Minister

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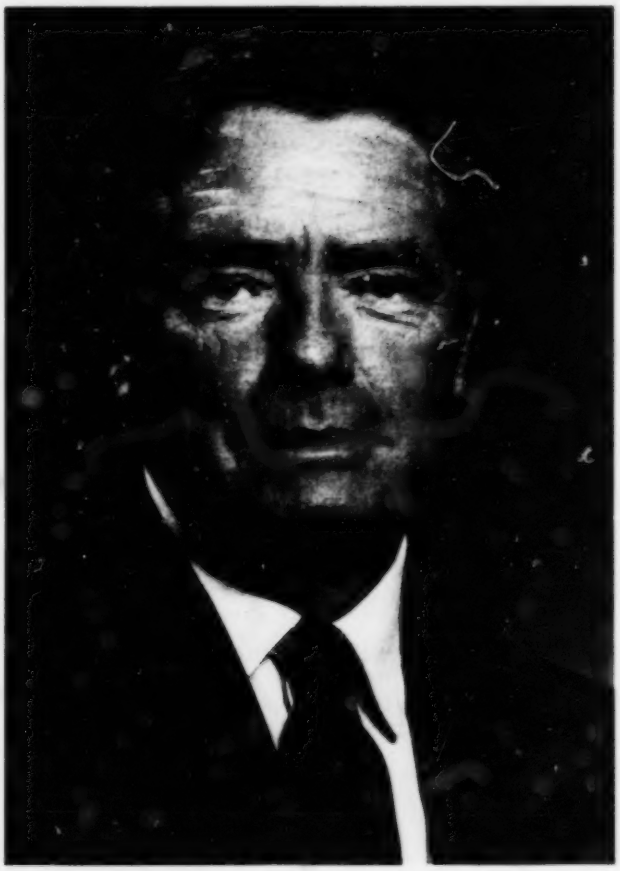


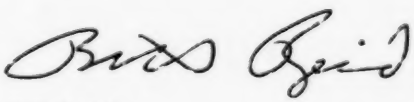
INTRODUCTION

It is with pleasure that I present this overview of the Development Division of the British Columbia Ministry of Tourism, Recreation and Culture.

This past year has proven to be one of new directions for the Ministry, with the acquisition of new responsibilities, and the Development Division. Considerable thought was put into the role of the government in the tourism industry in British Columbia. It was determined that the needs of the industry would best be met by focussing efforts on the development of the Province's tourism product through counselling and support services. The results of this focus are contained herein, and the Development Division will continue to facilitate the implementation of this recognized Ministry directive.

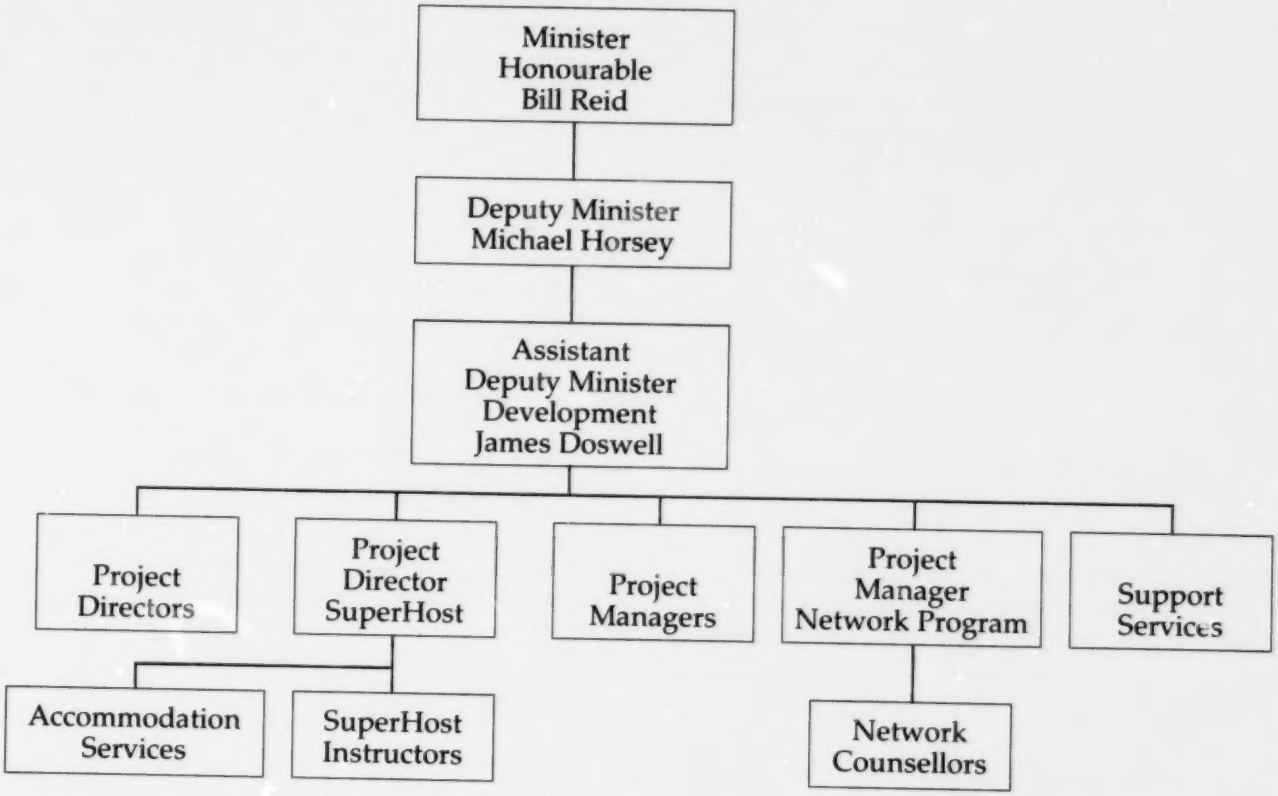
It remains our opinion that the development and marketing of the B.C. tourism industry is primarily a private sector responsibility. The Ministry will continue to accomplish its objectives by working with and assisting the industry in their efforts. This overview will serve as a guide to the decision-making process and activities of the Development Division.

It is my hope that this statement of my Ministry's role in maintaining economic growth in the tourism industry will be of assistance to organizations and individuals at all levels of the industry, not only in outlining for them the Ministry's goals and objectives, but in recognizing their strengths and thereby planning their own strategies for success.



Bill Reid
Minister of Tourism,
Recreation and Culture

BRITISH COLUMBIA MINISTRY OF TOURISM, RECREATION AND CULTURE DEVELOPMENT DIVISION ORGANIZATION



- Management of projects relates to:
  - — the creation or improvement of tourism destination areas;
  - — the development or improvement of travel routes;
  - — the development of industry education and training programs;
  - — the improvement of service delivery systems and standards;
  - — the development of industry information and business counselling programs
- Delivery of development information
- Administrative and clerical support services
- Registration and counselling program for the accommodation sector and production of the accommodation guide

BRITISH COLUMBIA AND THE TOURISM INDUSTRY

British Columbia! To describe this Province in one word seems inadequate but, if one must, perhaps diversity comes closer than any other. Diversity is everywhere: in the terrain with its rugged mountain ranges; its coastline, created by glacial action and the constant pounding of the Pacific surf; even the climatic zones, ranging from dry, desert-like areas to the rain forests of the Coastal Region.

Cultural diversity has made an impact and imprint on the social fabric of British Columbia as well. In addition to the indigenous peoples, successive waves of newcomers have arrived from virtually every corner of the globe, all contributing towards the Province's heritage resources.

British Columbians are justly proud of their history and have placed a high priority on maintaining and restoring historically significant sites, buildings and artifacts. Events commemorating our past are popular items on the itineraries of thousands of visitors seeking a special kind of travel experience.

Diversity might also be used to describe the economy of British Columbia. Abundant forest-lands provide the raw materials for a large, integrated forest products industry. Mining, fishing and agriculture are the other major components of our primary industrial sector. Many thousands of British Columbians also work in secondary industries, manufacturing a wide range of capital and consumer goods.

Over the past quarter century, however, tertiary or service industries have become a progressively more important component of the Canadian economy. Few, if any, service industries have experienced more rapid growth than tourism. This phenomenal growth can be attributed to several factors including: rising incomes, increased leisure time, higher education, and the promotional efforts of the tourism industry itself.

One of the principal economic benefits of tourism is the creation of employment. It is estimated, for example, there are in excess of ten thousand businesses in British Columbia that derive part of their income from direct tourist spending. Many thousands more benefit indirectly by providing supplies and support services.

We know that, on average, transportation costs account for 24 percent of total tourist expenditures; restaurant meals, 23 percent; accommodation, 20 percent; shopping purchases, 16 percent; recreation and entertainment, 9 percent; and grocery items, 8 percent.

The recipients of these substantial revenues are many and varied within the tourism industry. The spinoffs, however, reach much further into the economic fabric of the Province.

Hotels and restaurants require supplies and services provided by sources ranging from farmers to manufacturers, to professionals in accounting, law, advertising, etc. Some products, due to shipping requirements, generate employment in the transportation industry.

In addition to employment creation, in 1985 tourism was responsible for 5% of the gross provincial product, generating revenues of $2.4 billion which are used to improve health, education, transportation, communication, recreation and many other services for all British Columbians. Tourism is the world's fastest growing industry, currently holding the number two position in British Columbia. If present trends continue, by the year 2000 it will become the most important economic activity in British Columbia.

Tourism also contributes to other important goals. Included are rest and relaxation, personal fulfillment, improved understanding among Canadians through travel in their homeland, and an international bridge between British Columbians and other nations throughout the world. All British Columbians benefit either directly or indirectly from tourism.

The physical and cultural diversity of British Columbia are factors that attract thousands of visitors to the Province each year; however, it requires much more than this to develop a successful tourism industry.

A responsibility exists for all British Colmbians to protect and preserve the Province's tourism resources so that all may derive the economic and cultural rewards of a growing, strong tourism industry, now and in the future.

DEVELOPMENT DIVISION GOALS

1. To facilitate and support tourism development throughout British Columbia in cooperation with the private sector and all levels of government.

2. To stimulate and encourage the development of competitive and innovative tourism product in response to market demand.

3. To ensure visitor satisfaction through the maintenance and improvement of standards and service levels.

DEVELOPMENT DIVISION OBJECTIVES

1. To provide leadership in coordinating the collective efforts of the public and private sectors toward tourism development.

2. To encourage regions and communities to recognize the value of tourism to the economy.

3. To identify and encourage tourism development opportunities throughout British Columbia.

4. To foster upgrading and enhancement of facilities and attractions to meet changing market demands.

5. To assist the private sector in the development of marketable tourism products including tour packages and events.

6. To facilitate the development of historical, cultural and recreational opportunities.

7. To identify financial opportunities for capital investment in the tourism sector.

8. To assist in the coordination and delivery of Federal/Provincial cost-sharing programs as they relate to the tourism industry.

MINISTRY STRATEGIES

The Ministry's strategies for accomplishing its goals and objectives:

- are driven by the nature and demands of British Columbia's markets;
- capitalize on the asset base and the major tourism activity generators that already exist;
- work toward filling the existing plant capacity, employing the resources that are already available in the private sector;
- concentrate on the few vital initiatives and activities that provide the highest leverage, greatest return on investment and the best long-term potential for development;
- focus on getting results and making things happen; and
- are measurable.

Through intelligent marketing an interest is created and an awareness is developed in the marketable areas. With well structured development, British Columbia is able to supply the products that create the demand and service the tourist.

The tourism industry is comprised of two basic elements, "TRAVEL GENERATORS" and "TOURIST SERVICES". The first are those businesses, natural attractions and human efforts that will incite people to travel or cause them to stay a few days or hours longers. The second element comprises those businesses that supply the visitors with the services required for the total enjoyment of their vacation.

TOURISM INDUSTRY PLANNING AND DEVELOPMENT

Major steps in the tourism industry planning and development process are:

- identification of opportunities for development;
- formulation of alternative plans;
- agreement on specific plans;
- execution of plans.

The role of the Tourism Development Division is that of a catalyst and advisor. The activities of the Division will be oriented toward the process of tourism industry planning and development rather than the actual execution of specific plans.

IDENTIFICATION OF TOURISM DEVELOPMENT OPPORTUNITIES

The following all have an interest in tourism industry development and should be involved in suggesting development opportunities and assisting in formulating plans: plans:

- Regional Tourism Association;
- Chambers of Commerce, Boards of Trade and other local groups;
- Industry Associations;
- The Provincial Tourist Advisory Council.

PROJECT MANAGEMENT

The decision by the Development Division to accept a project and the amount of assistance provided to the tourism industry depends upon:

- the degree to which the expected result will be marketable and improve British Columbia's competitiveness in its prime tourism markets;
- the amount that the project is expected to contribute to increased tourism spending;
- the cost of the project to the Ministry in terms of financial and staff resources, management commitment and risk, and the total amount of public funding required;
- the length of time it will take to achieve the results desired;
- the degree to which successful completion will enhance and contribute to British Columbia's major tourism assets.

TOURISM ASSETS

1. The spectacular scenery.

2. The abundance of water and water-related experiences and activities that the lakes, rivers and protected coastal waters of the Pacific Ocean offer, including boating and sailing, river rafting, canoeing, houseboating, coastal cruises, fresh and salt water fishing, diving, beaches, attractions and sightseeing.

3. A clean environment.

4. The opportunity to enjoy outdoor experiences and adventures, including camping, hiking, mountain climbing, wildlife, water activities, hunting, fishing, sightseeing and parks ranging from urban to wilderness.

5. Different foreign experiences that a visitor can enjoy created by the British influence, the diverse ethnic communities found in B.C.'s towns and cities, the West Coast Native culture, the pioneer and western heritage and those aspects of the environment and lifestyle that are uniquely Canadian.

6. The uniqueness and magnificent settings of the two major urban centres, Vancouver and Victoria, which offer gardens, parks and museums and a range of shopping, food, cultural entertainment and sightseeing activities in a safe, clean and attractive environment.

7. Diverse and distinct regions each with their own special geographic features and attractions, ranging from the mountains to deserts, cattle to wine-producing country, wilderness isolation to urban bustle.

8. Well known and popular destination areas which draw repeated visits and are major attractions for first-time visitors to the Province, including Vancouver, Victoria, Vancouver Island, the Okanagan Valley and the Rockies.

9. Well known man-made attractions such as the provincial campground system, the B.C. Ferry system, the Royal Hudson, the Princess Marguerite, Butchart Gardens, Stanley Park, Barkerville, Fort Steele and other attractions that are unique to British Columbia.

10. Downhill, cross-country and helicopter skiing, including the internationally known Whistler Resort and the diversity of skiing experiences offered throughout the Province.

11. Friendly and warm people who are proud of their Province, enjoy visitors, make them welcome, and treat them well.

12. A four-season vacation destination offering both temperate and diverse weather conditions where visitors can golf, sail and fish year-round and also enjoy the sports and recreational activities made possible by cold winters and warm summers.

GENERATORS AND SERVICES

Efforts and energies will focus on projects that result in businesses that are marketable and generate travel. The Development Division will assist in projects where need is proven by customer demand or in the case of replacement of an aging plant.

Examples of Generators

— Attractions, i.e. theme parks, caves, gardens
— festivals and events
— experiential attractions, i.e. rafting
— culture, i.e. museums, arts, Native
— accommodation
— food services
— tourist retail
— resorts and camps
— transportation links

Examples of Services

— Accommodation
— Food Services
— Transportation Links
— Tourist Retail

Recognizing the two main elements of the tourism industry, the Development Division will focus its efforts in the three following areas, "SCENIC ROUTES", "RESORT AREAS" and "SPECIAL PROJECTS".

Scenic Routes

Whereas 85 percent of the market is a touring market, efforts will be geared to the further development of the following routes:

— Vancouver Island;
— Crows Nest;
— Gold Rush Trail;
— B.C.'s Coastal Highway;
— Alaska Highway.

The development of the route will be the Project, with Travel Generators and Tourist Services being the Sub-Projects. The development of a route will be based upon a complete inventory of existing generators and services compiled with an opportunity analysis for future development.

This future development will focus on:

— travel season extension;
— scenic vistas or land use issues;
— community development;
— prospective investors and marketing purposes.

The packaging of the route would be a tool that could be used to create interest at the local level and with potential tour operators or investors for larger projects. The package would include a brochure, logo design, highway signing package, and promotional tools for the existing businesses. Additional information supplied would include research findings and the services of the Ministry of Tourism, Recreation and Culture.

Resort Areas

There are certain areas within B.C. that may or may not be in the proximity of a scenic route but will, on their own, attract tourists. This could be as a result of their scenic beauty or activities they offer, such as skiing.

Some of these areas are:

— Whistler;
— Long Beach;
— Gulf Islands.

Special Projects

Some projects will not fit into the model of routes and resorts but are still very much worth doing. Some examples are:

— Theme Park;
— Accommodation Guide;
— Business Plans;
— Land Use and Environment issues.

As with any project that is undertaken by the Development Division, certain terms of reference will be established before the project is authorized to proceed. These will define:

- the objectives of the project;
- the scope of the project;
- the action plan;
- the specific results expected;
- the timing to reach major milestones or accomplishments;
- a budget establishing the financial resources and the number of hours of professional time that will be spent.

Other components of the development would be to:

- identify existing generators and services along route or in resort area;
- assemble general history, natural assets, industrial base, human resource potential, etc.;
- develop a list of potential business opportunities;
- establish a team of involved ministries and organizations to present the package to the local communities;
- meet with local business people and groups to create interest and stimulate investment;
- package larger or repeated opportunities for business and investment communities in Canada and overseas;
- match finance with ideas.

The process for each of the small projects will be one of regular project management, facilitation and brokerage.

OTHER DEVELOPMENT SERVICES

Accommodation Services

The Development Division also includes the Accommodation Services Branch which is responsible for the registration and counselling program for the accommodation sector and the production of the accommodation guide.

It is intended that responsibility for publication of the accommodation guide and for the delivery of other programs operated as pilot projects by the Ministry would eventually be assumed by a private or industry-sponsored organization.

Travel InfoNetwork

The Travel InfoNetwork is a joint initiative undertaken by the Ministry of Tourism, Recreation and Culture and the British Columbia Chamber of Commerce, comprised of approximately 145 community-operated travel infocentres in the Province. The Network was created to ensure that visitors to British Columbia receive quality service and information at regular and easily accessible locations throughout the Province. To standardize travel infocentres and make them easily identifiable as Network members, a coordinated visual image along with a highway signage program was implemented. As well, the Development Division Network Counsellor program will offer consultative services to Network members.

SuperHost

The SuperHost program responds to a recognized need for training and up-grading of hospitality skills not only in the tourism industry but in all front-line situations. SuperHost ENCORE, the program's second phase, carries on the Ministry's goal of supplying the methods and skills necessary to keep British Columbia's businesses and retail outlets at the top in the hospitality field.

Development Information Service

Information Services provided by the Development Division to the industry include advice on:

- government assistance programs available to individuals or businesses in the tourism industry;
- industry studies, research reports and self-help publications available and how they can be obtained;
- industry-related training programs;
- service organizations or agencies which could provide assistance.

Support Services

The Division's Project Managers are supported internally by a small administration and clerical support group.

TOURISM DEVELOPMENT

A Community Strategy Manual

The Development Division has recently introduced a community-based Tourism Development Strategy Manual designed to assist tourism organizations and individuals involved in development initiatives establish their own workable tourism strategies.

The Development Manual encourages communities to look at tourism as a business, to develop opportunities to their full advantage, and ultimately to guide their tourism activities along a logical and economically viable path. This project is based on and preceded by a case study conducted in the Comox Valley on Vancouver Island. It was contracted to the ECONOMIC PLANNING GROUP OF CANADA and funded under the Canada/British Columbia Subsidiary Agreement on Tourist Industry Development.

For copies of the Community Strategy Manual write to:

Ministry of Tourism, Recreation and Culture
Development Division
1117 Wharf Street
Victoria, British Columbia
V8W 2Z2